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MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT: Reduction of Administrative Workload in the Administration of Agents

REFERENCE: Memo for Chairman, Agent Panel fr DD/P dtd 5 Jan '61, subj: Assignment of Responsibility for Improving Administration of Agents

1. In reference memorandum you assigned to the Agent Panel the task of bringing about a simplification of the administration of agents' affairs to a point where such matters would not take up a disproportionate share of the time of agents and case officers.
2. In its approach to this problem, the Panel, after an initial investigation, has determined that there are definite areas of agent administration which can be simplified without changes in existing regulations. As a result, it has established a procedure whereby the Agent Panel and the Contract Personnel Division have assumed responsibility for screening each agent case in an effort to arrange with the component concerned for the application of streamlined administrative procedures in all possible instances.
3. It also is recognized that within the career agent category is to be found a greater flexibility for devising administrative procedures which will reduce the workload than is present in the staff agent category. Consequently, efforts will be made to utilize the career agent category to the fullest extent possible rather than the staff agent category. Staff personnel can be given career agent contracts which contain benefits virtually identical to those of staff agent.
4. It was determined in the Panel's investigation of the problem that the lack of a complete briefing prior to the agent's departure for an overseas assignment can result in an excessive amount of correspondence between headquarters and the field after the agent is in place. To remedy this, the Panel and Contract Personnel Division will place additional stress on the importance of giving complete briefings to agents prior to their departure.
5. Procedures which the Panel and Contract Personnel Division will apply where feasible are:

- a. Arrange for the conversion of staff employees to career agents rather than to staff agents. This is particularly applicable to

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individuals embarking on long-range nonofficial cover careers.

- b. Determine whether the nonofficial cover entity is such that it can support a portion or all of the responsibility for administering the individual. In those instances where a cover unit has a set policy for travel and transportation, these should be followed in order to maintain a consistent cover story.
- c. Compute the advance for PQS travel in a reasonable and logical amount and authorize the certifying officer to accept the agent's accounting for this advance by giving a statement of expenditures by categories such as a businessman would normally be required to provide. This would not entail the detailed, technical accounting required of government employees and would eliminate a large amount of correspondence between certifying officers and agents which now is required in many cases before the certifying officers can obtain proper documentation to justify expenditures.
- d. In the same manner, advance an amount for the shipment of household effects and personal vehicle based on a reasonable estimate of weight and expense as determined by Agency experience. As in the case of travel, certifying officers would be authorized to accept accountings patterned upon commercial procedures rather than those of the government.
- e. Discontinue the practice of furnishing [REDACTED] vehicles to agents and encourage them to take their own as part of their belongings. 25X1C
- f. In conjunction with e, above, discontinue the reimbursement for vehicle maintenance and operational use on an actual expense basis and instead provide the agent with a set, monthly allowance for the maintenance and operational utilization of his private vehicle.
- g. Discontinue the practice of furnishing quarters to agents under [REDACTED] and instead grant them a rental allowance necessary to obtain their own quarters. 25X1A
- h. Recommend to components that agents not be supplied with government property such as home furniture and furnishings but rather that they take their own property overseas. Those contract personnel who do not own such furnishings and are required to have them could be provided a loan to purchase such possessions. In the case of staff agents it may be necessary in certain instances to provide them with furnishings on a memorandum receipt since it

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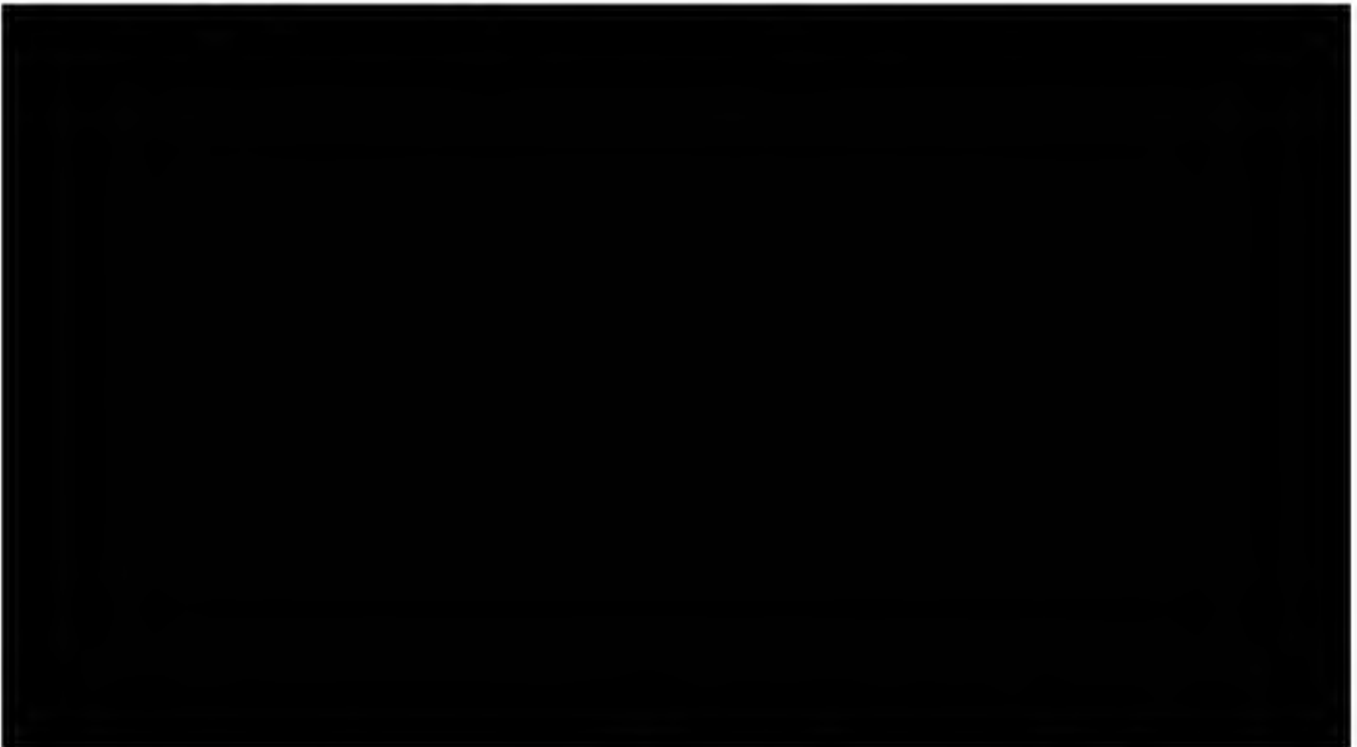
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is not presently feasible to loan staff personnel money for this purpose.

6. The above procedures are those which can easily be applied immediately and which will produce a reduction in workload when utilized. Other procedures can be developed which will give additional assistance in this overall problem, but some changes in regulations will first be required.



8. The problem of taxes was discussed by the Chairman, Agent Panel; C/OPSEK; ADD/S; Deputy General Counsel; and others, and it was agreed at that meeting that Mr. [REDACTED] Deputy General Counsel, and Mr. [REDACTED] Special Assistant, DD/S, would initially serve as an informal group to advise case officers and contract approving officers on ways to simplify tax matters for agent personnel. These individuals also are continuing their consideration of the tax matter in an effort to determine additional means of simplifying the filing processes.

9. This report reflects the initial steps taken by the Panel to reduce the workload connected with agent administration. Efforts to develop methods and procedures which will further facilitate the administration of this group

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are continuing. Future actions will include a general education program among case officers, agents, and others in support of this category to bring about a better awareness of the problems facing agent personnel and the means for reducing these problems.

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Chairman, Agent Panel

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ROUTING AND RECORD SHEET

SSA 4-8433

SUBJECT: (Optional)

FROM:

Chairman, Agent Panel

NO.

DATE

16 March 1961

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Chief, CCS/CCO  
2-3014, [REDACTED]

2. DE/P  
1046, L

3. 1036  
Chairman, Agent Panel

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2 to 3: This is a very encouraging report, and I want to thank those who have helped develop these practical and non-bureaucratic approaches. I hope the simplifications listed will be vigorously carried into effect

Incidentally, I don't think we need be inhibited about changing regulations. I am sure the DE/S is open-minded about amending or doing away with regulations that are no longer useful.

At some point, I should like another brief report of progress in these matters (perhaps including a few soundings from the operating divisions on their reaction to all this). For my purposes 1 July would be soon enough unless there is something really significant to report before that.

Richard W. Bissell, Jr.  
DE/P

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